

**032 Aurora Lakeland Medical Center**  
W3985 Cty Rd NN  
Elkhorn, WI 53121  
262-741-2000

Fiscal Year: 01/01 to 12/31  
Type: GMS  
General Medical & Surgical  
Control: Other Not-For-Profit

County: Walworth  
Analysis Area: Southeastern (2A)  
Volume Group: 5

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	75.3%	59.1%	1.27	67.0%	1.12	52.4%	1.44	78.3%	0.96
Obstetrics	34.5%	41.6%	0.83	41.3%	0.84	32.6%	1.06	33.0%	1.05
Pediatrics	0.0%	54.2%	N/A	18.4%	N/A	14.9%	N/A	0.0%	N/A
Total Hospital	62.3%	57.7%	1.08	63.6%	0.98	50.8%	1.23	65.2%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	30.1	31.3	0.96	48.2	0.62	24.2	1.24	31.3	0.96
Obstetrics	4.1	5.4	0.77	6.8	0.61	3.5	1.18	4.0	1.05
Pediatrics	0.0	2.2	N/A	0.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	46.7	54.6	0.86	82.2	0.57	39.9	1.17	48.9	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.7	0.90	3.7	0.90	3.5	0.95	3.6	0.93
Obstetrics	2.1	2.4	0.88	2.5	0.85	2.3	0.92	2.2	0.97
Pediatrics	0.0	2.5	N/A	1.8	N/A	2.3	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.80	4.3	0.80	3.7	0.93	3.7	0.93
<b>Surgical Operations</b>									
Inpatient	1,191	1,644	0.72	2,036	0.58	1,115	1.07	1,176	1.01
Outpatient	2,444	3,777	0.65	4,144	0.59	3,173	0.77	2,434	1.00
Inpatient as % of All Surgeries	32.8%	30.3%	1.08	32.9%	1.00	26.0%	1.26	32.6%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	43,729	84,436	0.52	128,980	0.34	72,860	0.60	41,636	1.05
Emergency Visits	14,358	15,777	0.91	22,463	0.64	18,144	0.79	13,878	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	17.4	0.06	25.4	0.04	14.7	0.07	1.0	1.00
Nurses, Licensed	111.9	173.6	0.64	220.8	0.51	132.6	0.84	115.0	0.97
Ancillary Nursing Personnel	29.7	34.8	0.85	46.2	0.64	23.1	1.28	32.0	0.93
All Other Personnel	277.0	410.2	0.68	537.1	0.52	345.3	0.80	281.9	0.98
Total FTEs	419.6	636.0	0.66	829.5	0.51	516.3	0.81	429.9	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.0	17.1	0.06	13.8	0.08	15.1	0.07	1.0	1.01
Nurses, Licensed	117.0	170.3	0.69	120.1	0.97	136.6	0.86	119.5	0.98
Ancillary Nursing Personnel	31.0	34.1	0.91	25.1	1.24	23.8	1.30	33.3	0.93
All Other Personnel	289.7	402.4	0.72	292.2	0.99	355.6	0.81	292.9	0.99
Total FTEs	438.8	623.8	0.70	451.3	0.97	531.6	0.83	446.7	0.98

**Total Hospital:**  
Beds Set Up & Staffed 75  
Discharges 4,944  
Inpatient Days 17,046

**Contract with:**  
Health Maintenance Organization (HMO) Yes  
Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
Beds Set Up & Staffed 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**  
Bassinets 12  
Total Births 716  
Newborn Days 1,438

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	40	3,311	10,995	75.3%	30.1	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	263	2,046	56.1%	5.6	7.8
Hospice	2	1	57	209	57.3%	0.6	3.7
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	12	716	1,513	34.5%	4.1	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	228	1,280	58.4%	3.5	5.6
Step-Down (Special Care)	1	6	352	1,003	45.8%	2.7	2.8
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Radiological Services Personnel	16	15	21.2
Physicians & Dentists	0	2	0.0	Respiratory Therapists	6	3	7.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	4	3.0
Registered Nurses	82	70	109.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	6.5
Licensed Practical Nurses	2	2	2.4	Physical Therapy Assistants/Aides	2	2	2.0
Ancillary Nursing Personnel	15	35	29.7	Recreational Therapists	0	1	0.5
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	27	12	33.9	Social Workers	1	1	1.0
Pharmacy Personnel	10	10	11.3	All Other Health Professionals	42	36	54.4
Clinical Laboratory Personnel	10	3	11.0	All Other Personnel	84	62	118.7
Surgical Personnel	4	2	5.0	<b>Total</b>	<b>309</b>	<b>267</b>	<b>419.6</b>

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area		Volume Group		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$65,641,638	50.2%	41.4%	1.21	42.6%	1.18	42.6%	1.18	50.5%	0.99
Medical Assistance	\$9,831,474	7.5%	10.2%	0.74	6.9%	1.09	10.3%	0.73	7.9%	0.95
Commercial	\$45,878,076	35.1%	41.7%	0.84	46.1%	0.76	39.0%	0.90	34.6%	1.01
All Other	\$9,340,619	7.1%	6.8%	1.05	4.3%	1.66	8.1%	0.88	7.0%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$45,299,306	34.7%	25.3%	1.37	27.5%	1.26	26.7%	1.30	35.2%	0.98
Medical Assistance	\$8,478,183	6.5%	7.7%	0.84	5.4%	1.20	8.0%	0.81	7.0%	0.92
Commercial	\$7,250,528	5.5%	9.7%	0.57	11.7%	0.47	7.7%	0.72	5.4%	1.03
Charity Care	\$1,840,190	1.4%	1.5%	0.94	1.2%	1.17	1.5%	0.94	0.6%	2.30
All Other	\$1,875,586	1.4%	1.5%	0.96	0.5%	2.87	2.0%	0.72	0.5%	2.67
Total Deductions	\$64,743,793	49.5%	45.7%	1.08	46.2%	1.07	46.0%	1.08	48.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.6%	4.4%	1.04	2.7%	1.70	4.2%	1.09	4.5%	1.02
Net Gains/Losses as % of Net Income		0.0%	12.3%	N/A	5.1%	N/A	13.3%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$26,711,823	46.1%	47.5%	0.97	46.6%	0.99	50.5%	0.91	46.9%	0.98
Supplies & Services	\$25,585,278	44.1%	40.2%	1.10	39.2%	1.13	35.3%	1.25	43.9%	1.01
Capital Component	\$3,069,867	5.3%	8.7%	0.61	9.4%	0.56	9.9%	0.53	4.5%	1.18
Bad Debt	\$2,626,000	4.5%	3.6%	1.26	4.7%	0.96	4.2%	1.08	4.8%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		16.1%	7.6%	2.12	12.0%	1.34	6.1%	2.64	15.0%	1.08
Total Hospital Net Income (%)		16.1%	8.6%	1.87	12.6%	1.28	6.9%	2.33	15.0%	1.08
Return on Equity (%)		11.2%	7.2%	1.55	9.7%	1.15	5.5%	2.03	11.4%	0.98
Current Ratio		15.4	2.8	5.51	4.0	3.86	3.0	5.15	9.8	1.58
Days in Net Patient Accounts Receivable		62.5	51.2	1.22	49.1	1.27	54.4	1.15	69.0	0.91
Average Payment Period		36.9	53.8	0.69	43.8	0.84	51.2	0.72	51.1	0.72
Equity Financing (%)		87.2%	58.5%	1.49	66.6%	1.31	58.6%	1.49	85.7%	1.02
Long-Term Debt to Equity Ratio		0.0	0.4	0.05	0.3	0.06	0.4	0.05	0.0	0.58
Times Interest Earned		23.2	6.9	3.36	11.0	2.11	5.1	4.54	73.9	0.31
Total Asset Turnover		0.7	0.8	0.87	0.8	0.87	0.8	0.87	0.8	0.91
Average Age of Plant (Years)		9.1	9.1	1.00	9.4	0.97	8.9	1.02	8.7	1.05
Increase (Decrease) Total Net Patient Revenue		6.5%	9.1%	0.71	9.0%	0.72	7.0%	0.93	8.2%	0.79
Outpatient Gross Revenue (% of Total GPR)		51.3%	46.6%	1.10	53.0%	0.97	59.0%	0.87	49.2%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$6,269	\$9,724	0.64	\$8,298	0.76	\$6,453	0.97	\$6,071	1.03
Inpatient Net Revenue per Day		\$1,818	\$2,239	0.81	\$1,910	0.95	\$1,721	1.06	\$1,635	1.11
Outpatient Net Revenue per Visit		\$602	\$430	1.40	\$447	1.35	\$445	1.35	\$589	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,691,807	Cash & Cash Equivalents	\$76,545,454	Current Liabilities	\$5,723,991
Less Deductions	\$64,743,793	Net Patient Receivables	\$11,286,275	Long-Term Debt	\$1,629,020
Net Patient Revenue	\$65,948,014	Other Receivables	\$345,311	Other Liabilities	\$5,416,770
Plus Other Revenue	\$3,169,691			Subtotal	\$12,769,781
Total Revenue	\$69,117,705	Land, Buildings & Equipment (Net)	\$10,692,001	Unrestricted Fund Balance	\$86,998,984
Less Expenses	\$57,992,968	Other Assets	\$899,724	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$99,768,765	Total Liabilities & Fund Balance	\$99,768,765
Net Income	\$11,124,737				